



Mondelez
International

LATIN AMERICA

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Agenda

LA – Our business today

Consumer and market trends

Our growth plans

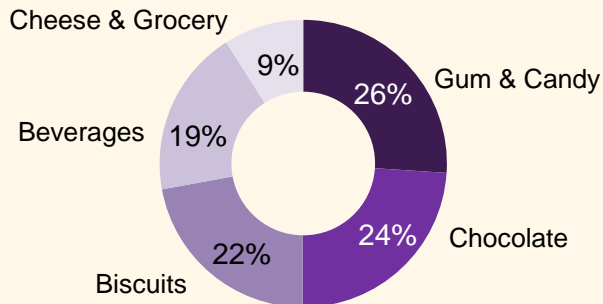


Latin America Today (14% of Net Revenues)

Key Facts

Countries served	20+
Number of stores	2+ Million
2017 net revenues	\$3.6B
Market share in our categories	30%

2017 Net Revenues



Geographic Profile

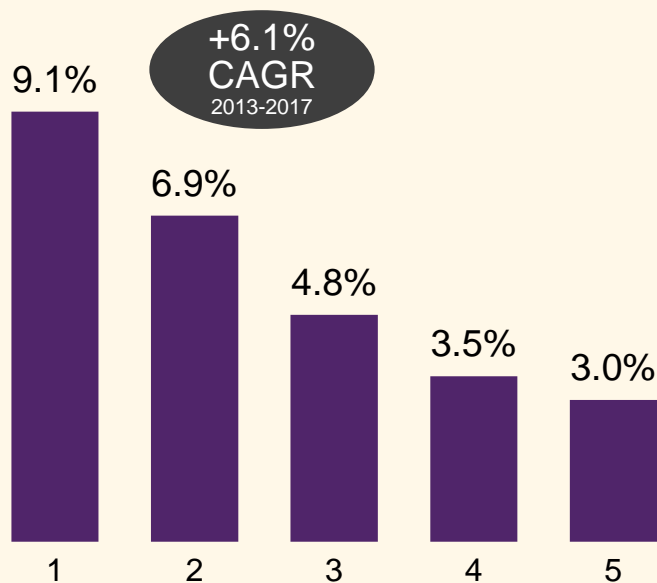


% of LA Net Revenues

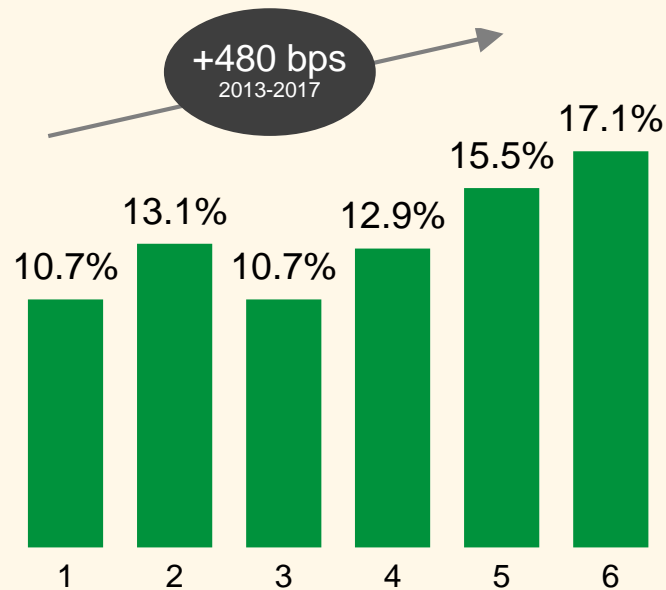
Brazil	46%
Mexico	15%
Other markets	39%

LA – Solid Performance Through Economic and Currency Volatility

Organic Net Revenue Growth



Adjusted OI Margin



Rapidly Evolving Consumer Trends and Region Dynamics

Consumers are Seeking Value



Evolving Channels



Well-Being Snacking

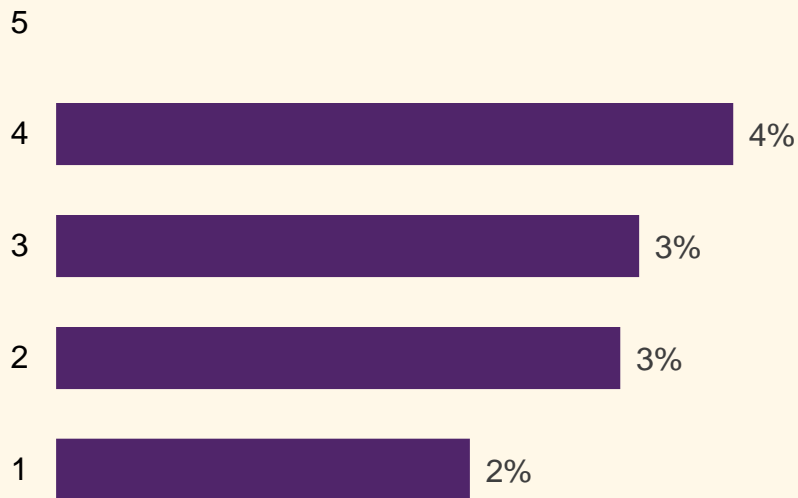


Digital Revolution

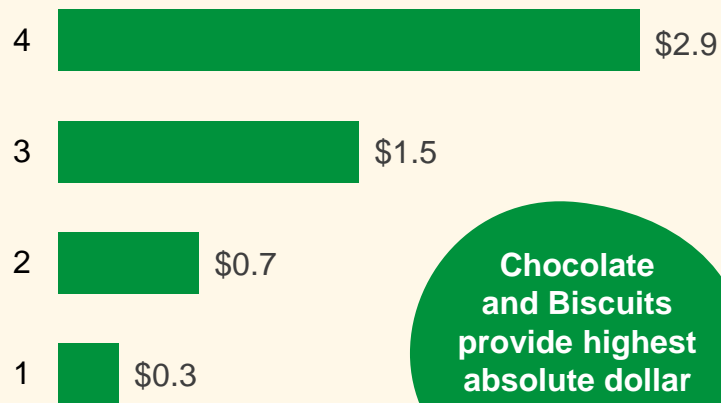


Snacking Categories to Deliver Significant Growth

GDP Growth Projection 2020 Estimate



Cumulative Category Growth Projection (\$B) 2018-2022



**Chocolate
and Biscuits
provide highest
absolute dollar
growth potential**

LA Key Growth Initiatives



Brazil – Large Attractive Market



Profile

Packaged snacks market	~\$30B
2017 net revenues	\$1.6B
Chocolate share	30% (#2)
Biscuits share	8% (#3)
Gum share	69% (#1)
Candy share	54% (#1)
Powdered Beverages share	52% (#1)

Well-Positioned

- GDP recently turned positive
- Market leader in 3 of 5 categories
- Growth opportunity mid to long-term



Brazil – Our Growth Playbook



Global and Local Brands



Price-Pack Architecture



Brand Penetration



Well-Being & Snacking Adjacencies



Expand in Fast-Growing Channels



Mexico – A Key Growth Opportunity



Profile

Packaged snacks market	~\$15B
2017 net revenues	\$0.5B
Gum share	75% (#1)
Candy share	65% (#1)
Powdered Beverages share	56% (#1)
Biscuits share	3%

Well-Positioned

- Robust, local manufacturing network
- Over 300K stores served directly
- Harness the power of Oreo
- Expand into mints and sour candy



Mexico – Our Whitespace Expansion in Action



Mexico chocolate is an attractive market with \$1B+ in retail sales

In Summary... LA Well-Positioned to Drive Growth

- Gain market share in snacks as top priority
- Leverage strong foundation to enable future growth
- Unleash portfolio via agile, local-first culture
- Pursue white spaces in markets, categories and channels

